



# **Departmental Quarterly Performance Report**

**Department Name: Solid Waste Management**

**Reporting Period: FY 2004 2nd Quarter**

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# Departmental Quarterly Performance Report

## Department Name: Solid Waste Management

### Reporting Period: Fiscal Year 2004 – 2nd Quarter

#### Key Initiative A.

Improve the quality and efficiency of customer service; automate and link customer service

**Strategic Goal NU 5:** Enact programs to beautify and improve urban and residential areas

**Outcome NU 5-1:** Neighborhood and rights of way aesthetics that foster and enhance quality of life

#### Task/Activities/Program:

Maximize (within budget) overall customer satisfaction for all DSWM services

Performance Measure: Percentage of Customers Satisfied (Very & Somewhat)

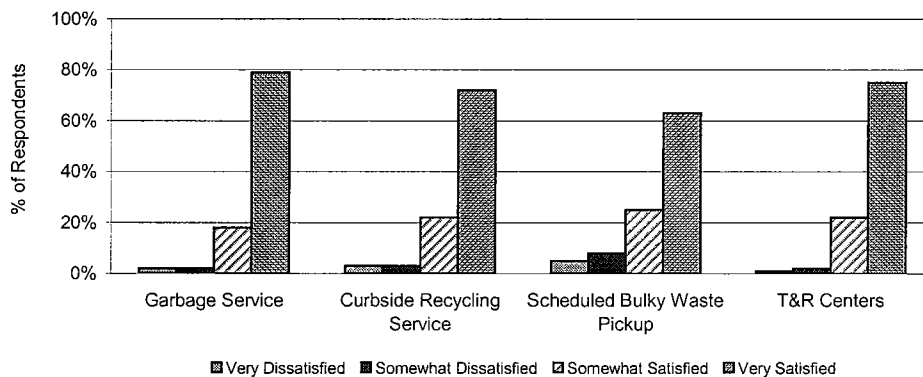
Garbage Service - 97%

Curbside Recycling - 94%

Scheduled Bulky Waste - 88%

Trash & Recycling - 97%

CUSTOMER SATISFACTION LEVELS FOR DSWM SERVICES



*Customer Survey conducted May 2002*

#### Status:

The data from this graph indicates overall customer satisfaction of 94%

☒ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

# Departmental Quarterly Performance Report

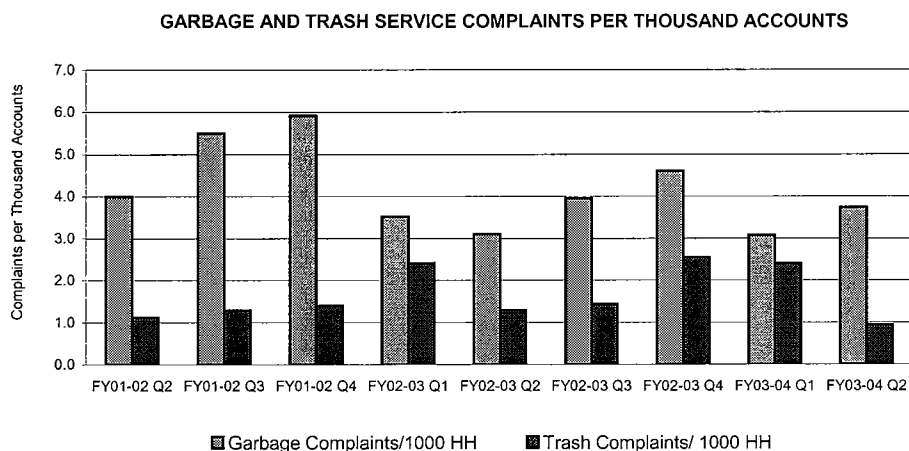
## Department Name: Solid Waste Management

### Reporting Period: Fiscal Year 2004 – 2nd Quarter

#### Tasks/Activities/Program

Reduce Garbage and Trash service complaints

Additional Performance Measure: Service complaints per thousand accounts



Status: (FY 04 – 2nd Quarter)

Garbage Complaints – 3.74

Trash Complaints – .94

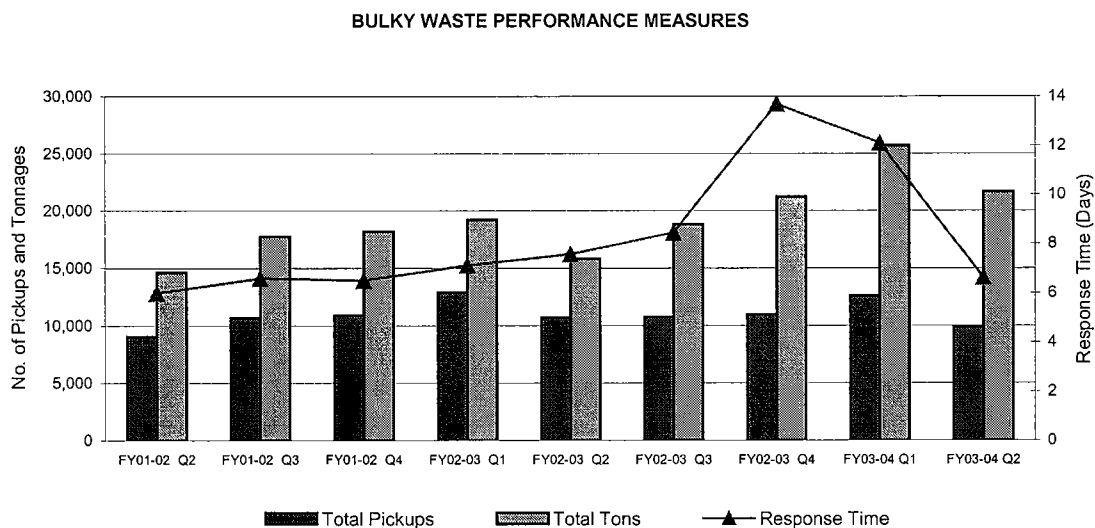
☒ Strategic Plan  
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☐ Audit Response  
☐ Other  
 (Describe)

#### Task/Activities/Program:

Reduce bulky waste response time to three day bench mark

Additional Performance Measure:

Response time pickup days



Status: (FY04 – 2<sup>nd</sup> Quarter)

Response Time – 6.6 days

☒ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other  
 (Describe)

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**Key Initiative B.**

**Provide integrated solid waste services and facilities that promote operational efficiency**

**Disposal**

Task/Activities/Program:

Evaluate, test, implement and monitor disposal technologies found to be economical via industry evaluation and standards

Performance Measure:

Reduce disposal operating costs through use of fines as cover at North Dade Landfill

Status: (FY04 – 2<sup>nd</sup> Quarter)

Landfilled 68,313 tons of waste. Fines were used for cover and crushed rock was used only for the construction and repair of access roads. Six thousand one hundred forty eight (6,148) tons of fines were used to cover the waste reflecting a usage rate of 9% and a savings of \$22,000 in purchase of cover material.

**Collections**

Task/Activities/Program:

Establish, implement and maintain productivity enhancement actions to lower unit cost from current levels in Collections

Performance Measure:

Implementation rate for automated (one arm) collection technology

Status:

A revised pilot began on March 17, 2003 in the Biscayne Gardens area where approximately 900 households are currently being serviced. It has been expanded to include an additional 2,700 households in North Miami-Dade County for a total of 3,600 households. In June 2003, the pilot expanded to the Brownsville area of North Miami Dade County bringing the total number of homes being serviced to 7,200.

DSWM was scheduled to begin a four year phase-in program in the beginning of FY 02-03 with fifty-seven automated routes; however, due to procurement delays, the phase-in has been delayed. In the first quarter of FY03-04, the pilot was expanded to South Miami Dade County in the areas of West Perrine and Richmond Heights where approximately 4,000 households are being serviced. The pilot program is currently servicing approximately 11,200 households. Because of further procurement developments (i.e., bid protest), the four year phase-in program is now projected to begin in the second quarter of FY04-05.

Strategic Plan  
**x** Business Plan  
**x** Budgeted Priorities  
Customer Service  
Workforce Dev.  
**x** ECC Project  
Audit Response  
Other efficiency  
(Describe)

# Departmental Quarterly Performance Report

## Department Name: Solid Waste Management

### Reporting Period: Fiscal Year 2004 – 2nd Quarter

#### Key Initiative C.

**Provide solid waste service and facilities that promote and enhance public health, sanitation and the environment**

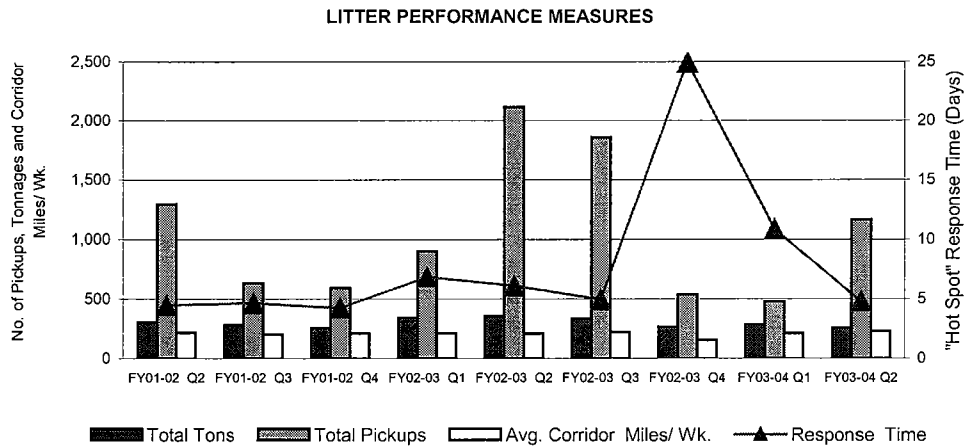
#### Task/Activities/Program:

Meet litter collection demands at current generation rates and enhance program to clean right of way corridors

#### Performance Measure:

Number of hotspots serviced, response time pick up days, average corridor miles serviced

☐ Strategic Plan  
☒ Business Plan  
☒ Budgeted Priorities  
☒ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)



#### Status: (FY04 – 2<sup>nd</sup> Quarter)

Hot Spots (pickups) – 1,167

Response Time - 4.8 Days

Average Corridor Miles/Week – 228.5

# Departmental Quarterly Performance Report

## Department Name: Solid Waste Management

### Reporting Period: Fiscal Year 2004 – 2nd Quarter

**Strategic Goal NU 3:** Promote responsible stewardship of natural resources and unique community environments

**Outcome NU 3-1:** Continuing supplies of quality drinking water to meet demands

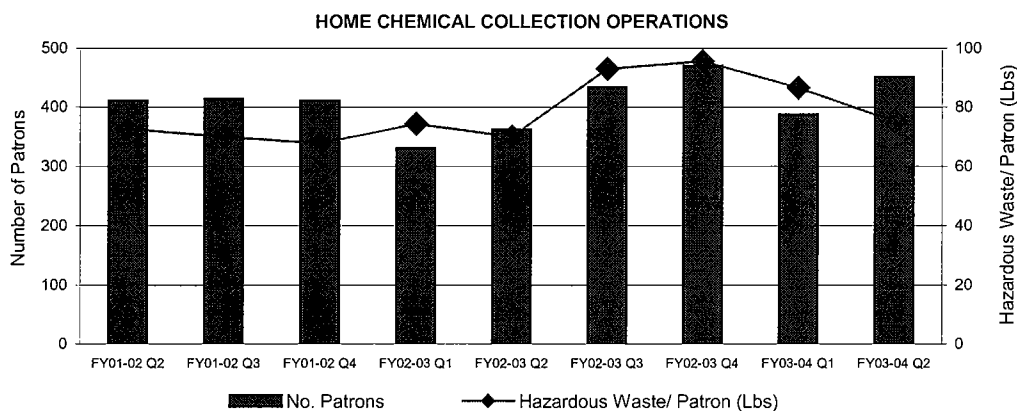
Task/Activities/Program:

Implement and maintain programs to minimize the generation of household hazardous waste and assure safe convenient disposal

Performance Measure:

Number of patrons served (should increase over time) and number of pounds of hazardous waste collected per year per patron (should decline over time)

☒ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☒ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)



Status: (FY 04 – 2<sup>nd</sup> Quarter)

No. of patrons - 451

Hazardous Waste/Patron – 75.20

# Departmental Quarterly Performance Report

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#### Key Initiative D.

Provide residential code enforcement that complies with Chapter 15 requirements within the DWSM service area

**Strategic Goal NU 4:** Promote responsible stewardship of natural resources and unique community environments

**Outcome NU 4-1:** Residents and businesses voluntary compliance with County codes

#### Task/Activities/Program:

Attach officer's business card with each warning notice of violation requesting a call; provide "Services At A Glance" brochures with each warning notice of violation; business litter walks; shopping center waste service checks

#### Performance Measures:

Number of business litter walks and shopping center service checks

#### Status:

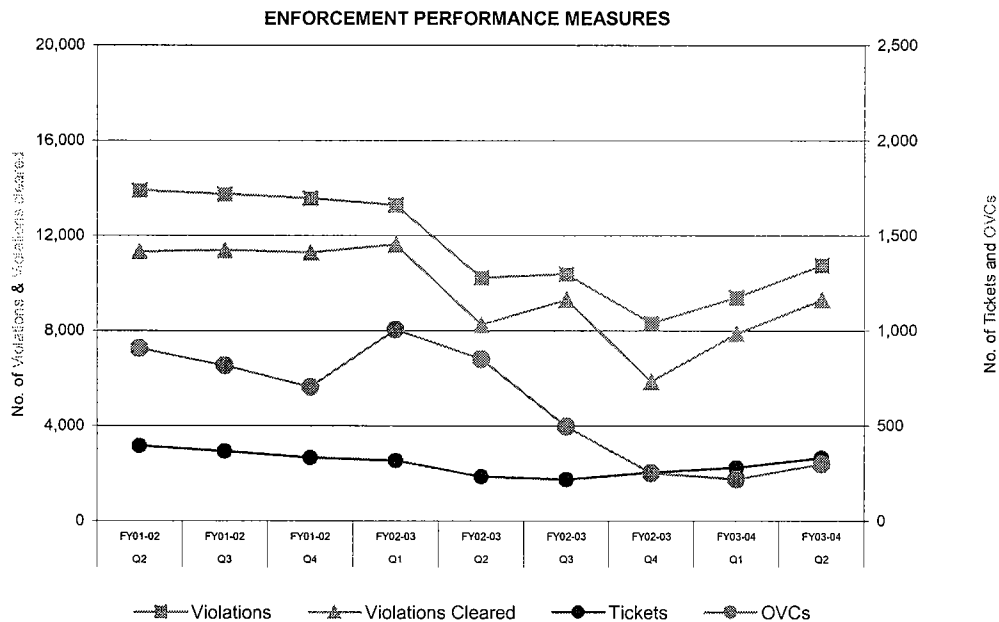
Number of business litter walks – 4/year per officer

Shopping service checks – 4/year per officer

#### Additional Performance Measures:

Number of violations, violations cleared, tickets, OVC's

☒ Strategic Plan  
☒ Business Plan  
☒ Budgeted Priorities  
☒ Customer Service  
☐ Workforce Dev.  
☐ ECC Project  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)



#### Status: (FY04 – 2<sup>nd</sup> Quarter)

Violations – 10,744

Violations Cleared – 9,286

Tickets – 330

OVCs – 298

**Departmental Quarterly Performance Report**  
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**Key Initiative E.**

**Information Technology**

**Goal NU 2:** Empower the community by increasing communication and coordination with local, state and federal entities

**Outcome NU 2-1:** Improve community access to information and services

Tasks/Activities/Programs:

Annual program of information technology improvements

Performance Measures:

Percentage of projects completed as planned

Status:

- Roster Automation Phase II
  - Provide for automated roster which enables and migrates manual time and attendance system to an automated function; tracks unit labor and equipment costs for management reporting;
  - Start Date: August 2002; Projected End Date: November 2004; 30% Complete
  - Impacts: Efficiency in management reporting; lower unit cost in administration operations
- Scalehouse Control System
  - Replace existing scalehouse control system with an integrated weighing, billing and reporting package
  - Start Date: April 2001; Projected End Date: September 2004; 50% Complete
  - Impacts: Replaces dated system made up of four separate software components, no longer supported by original manufacturers; will increase the efficiency of disposal billing and collection; provide for more accurate reporting of tonnage and reduce overall system error; security component included
- Vax Applications Mitigation
  - Migrate systems off the DEC VAX platform to the IBM RISC6000 Oracle Platform
  - Start Date: June 2001; Projected End Date: September 2004; 90% Complete
  - Impacts: Eliminates old IT development technology; will facilitate IT hiring pool; will improve applications development process and staff productivity and will eliminate approximately \$330,000 in maintenance costs



**Reporting Period: Fiscal Year 2004 – 2nd Quarter**

- FY 2000-01 Process Improvement Team (PIT) recommendations have been reviewed and selected recommendations are being implemented:
  - Employee initiated route size increase (ECC #225)  
Update: The Labor Union has rescheduled a meeting with the Garbage Division for the first quarter of FY 04-05 to discuss this issue.
  - Enforcement wireless (ECC #785)  
Update: Project pending receipt by ITD of new card technology to be adopted by the county. Estimated implementation June 2004.

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Budgeted Service Improvements:	FY 2003-04 Second Quarter Status
Landscaper program reconfiguration	As of March 31, 2004, 1,188 landscaper permits (one per company) have been issued, amounting to \$396,000 in permit revenue to the DSWM. In addition, \$288,870 in Trash and Recycling Center (TRC) coupons have been sold and disposal fees from the program have amounted to approximately \$921,700. Total revenue since inception amounts to \$1,606,570.
Strategic Plan for Collections	Plan update to be initiated in FY03-04; currently working on Trash Division component.
Debt Reissuance Evaluation	Evaluation underway as part of new landfill closure initiative.
Complete the Resources Recovery additional retrofit project	The project was reprogrammed in the FY 2002-03 Capital Plan with a new projected completion during FY 2002-03 for Carbon Monoxide and life-safety improvements. Wide range in construction bids received required further evaluation, resulting in the new projected completion in FY 2003-04. Subproject Co2 abatement 87% completed. Subproject DeNOx 100% complete. Subproject Wastewater 27% completed. Fire and Life 36% completed.
Complete planning and design of Cell 19 at Resources Recovery	Planning and design completed in the First Quarter FY2002-03. Construction to start in fourth quarter of FY 02-03. Construction on "HOLD" due to budgetary constraints. Project in procurement phase. Construction to start in Second Quarter of FY 03-04. Project awarded to Dozier and Dozier. A "Notice to Proceed" was issued to be effective on February 3, 2004.
Begin extension of the active gas extraction system to the East Cell at the North Dade Landfill	The project is ongoing with an anticipated Fourth Quarter FY 2006-07 completion date as the East Cell is filled.
Complete capital equipment replacement for the Northeast Transfer Station and Central Transfer Station Compactors.	Project on planning phase for design, and services during construction. CDM Inc. will design the Central Transfer Station - Compactor Replacement. ADA Engineering will design the Northeast Transfer Station - Compactor Replacement. Design phase to start in Third Quarter of FY 03-04.
Complete Phase 2 of the North Dade Trash and Recycling Center new guardhouse construction	Design of Guardhouse at North Dade Trash and Recycling Center to be initiated by ADA Engineering in Fourth Quarter of FY03-04.
Complete planning and site acquisition of a west Miami-Dade Trash and Recycling (T&R)	Deferred to FY 2003-04 due to continued site location/access problems.
Complete improvements to the truck washing facilities at Sunset Kendall (3B Facility) and Northeast Transfer Station (3A facility)	Construction 95% completed. Completion anticipated in the Fourth Quarter of FY03-04.
Completion of the South Miami-Dade Landfill Groundwater Trench Repair	Completion is anticipated in the Fourth Quarter of FY 2003-04.

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Completion of the North Miami Dade Leachate Pretreatment Plant	This project is 100% completed (construction phase). Initial Compliance testing completed. Operation & Maintenance being performed.
Site Improvements to the Northeast Miami-Dade Regional Transfer facility	Design phase 100% completed by Westhorp & Associates. Project to be approved by DERM and Building Department.
Installation of third crane at the West Dade Regional Transfer Station	Delivery and installation to be completed by the Fourth Quarter of FY03-04.
North Miami-Dade Landfill Groundwater Remediation	Project initiated in the First Quarter of FY 2002-03. Completion is scheduled for FY 2005-06. Project currently in monitoring phase. Design and construction pending on the regulatory review of the monitoring data.
MLK Building	Department only an equity participant plus funding for FFE; projected occupancy July 2004 .
Phase 2 of the North Miami-Dade Landfill Gas Extraction	DERM 01 contract awarded to ATC. Construction continues with landfill operations and is expected to be completed by 2014.
Interim cover of Resources Recovery 17/18	Closure to be completed Fourth Quarter FY 2003-04. Cover is under the supervision of Landfills Chief.
Closure of South Dade Cell 3	Brown and Caldwell completed the Bid package and the permit for this project. This job was postponed for one year. Project is expected to start in Fourth Quarter of FY 03-04.
Improvement of various T&R centers	All construction at initial seven TRCs (Miami Gardens, Golden Glades, Snapper Creek, Eureka, West Little River, Moody and West Perrine) is 100% completed. Westhorp & Associates are working on the comments from Building Department on the design of Palm Springs North station.
Security Guardhouse Project at South Miami Heights and Richmond Trash and Recycling Centers.	Project is 100% complete.

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***Personnel Summary***

***A. Filled/Vacancy Report***

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	1,023	1,069	1,036	33	1,040	29				

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

***B. Key Vacancies***

Assistant Director, Collections

***C. Turnover Issues***

Consistent turnover in operations due to promotional opportunities and attrition

***D. Skill/Hiring Issues***

N/A

***E. Part-time, Temporary and Seasonal Personnel***

*(Including the number of temporaries long-term with the Department)*

Waste Collector P/T (30) - Filled:30 Vacant :0

Temporary (63 FTE) - 10 FTE Administrative, 53 FTE Laborers

Seasonal (N/A)

***F. Other Issues***

Total Overages – 49

Overages in Collections: 44 (Garbage - (38) Filled:37 Vacant:1 & Trash - (6) Filled:5 Vacant:(1)

Overages in Disposal: 4 (Filled:3 Vacant:1)

Overages in Administration: 1 (Director's Office - 1)

**Note:** Overages in Collections and Disposal are temporary, and positions will be eliminated on 9/30/04.

**Departmental Quarterly Performance Report**  
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**FINANCIAL SUMMARY**

(All Dollars in Thousands)

**Fund 470 – Collections (Second Quarter)**

	Prior Year FY 03 Actual	Total Annual Budget	Quarter		Year to Date		\$ Variance	% of Annual Budget	
			Budget	Actual	Budget	Actual			
Revenues									
Waste Collection	\$109,769	\$126,542	\$31,636	\$64,786	\$63,271	\$102,939	\$39,668	81%	1
Rate Stabilization Transfer	\$4,048	\$0	\$0	\$0	\$0	\$0	\$0		
Transfer from Disposal									
Operations	\$3,384	\$0	\$0	\$0	\$0	\$0	\$0		
Carry Over	\$1,462	\$0	\$0	\$0	\$0	(\$2,500)	(\$2,500)		2
Total	\$118,663	\$126,542	\$31,636	\$64,786	\$63,271	\$100,440	\$37,169	79%	
Expenses									
Administration	\$9,262	\$9,771	\$2,443	\$2,533	\$4,885	\$5,144	(\$259)	53%	
Garbage Collection	\$56,265	\$60,080	\$15,020	\$15,766	\$30,040	\$30,893	(\$853)	51%	
Trash Collection	\$43,337	\$34,456	\$8,614	\$10,293	\$17,228	\$19,196	(\$1,968)	56%	
UMSA Enforcement									
Litter/Illegal Dumping	\$5,922	\$5,800	\$1,450	\$823	\$2,900	\$1,944	\$956	34%	3
UMSA Recycling Operations	\$10,118	\$10,509	\$2,627	\$2,618	\$5,255	\$5,011	\$243	48%	
Transfer to Capital Sub-Fund	\$1,432	\$1,870	\$468	\$665	\$935	\$1,055	-\$120	56%	
Reserves	\$0	\$4,056	\$1,014	NA	\$2,028	NA		0%	
Total	\$126,337	\$126,542	\$31,636	\$32,699	\$63,271	\$63,243	\$32,728	50%	

**Equity in Pooled Cashed**

Fund/Subfund	Prior Year FY 03	Projected At Year End As of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	(\$7,674)	Financial	(\$3,747)		
Rate Stabilization Transfer	\$0	Statements Prepared			
Prior Year Correction for Capital	\$0	at end of			
Transfer from Fund 490	\$0	Second Quarter			
Balance Sheet Changes	\$5,174		\$0		
<b>Total</b>	<b>(\$2,500)</b>		<b>(\$3,747)</b>		

**COMMENTS:**

**Revenue:**

Waste Collection

1) Majority of household fee is received in the first half of the fiscal year from the Tax Collector's Office.

Carryover

2) Prior year end negative carryover (\$2.5 million) due to increased disposal costs, fleet charges and delayed automated garbage collection program.

**Expense:**

UMSA Enforcement,  
Litter/Illegal Dumping

3) Variance due to timing of contractual payments and lag in reclassification of expenditures.

**Note:** Second Quarter Report reflects adjusted financial data from FAMIS report dated 04/03/04.

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(All Dollars in Thousands)

**Fund 490 – Disposal (Second Quarter)**

	FY 03 Actual	Annual Budget	Quarter		Year to Date		\$ Variance	Annual Budget	
			Budget	Actual	Budget	Actual			
<b>Revenues</b>									
Disposal Operations	\$143,532	\$136,745	\$34,186	\$42,333	\$68,373	\$70,637	\$2,265	52%	1
Carry Over	\$59,062	\$50,049	\$12,512	\$17,327	\$25,025	\$65,170	\$40,146	130%	
<b>Total</b>	<b>\$202,594</b>	<b>\$186,794</b>	<b>\$46,699</b>	<b>\$59,660</b>	<b>\$93,397</b>	<b>\$135,807</b>	<b>\$42,410</b>	<b>73%</b>	
<b>Expenses</b>									
Administration	\$16,873	\$11,567	\$2,892	\$1,815	\$5,784	\$3,632	\$2,151	31%	2
Compliance Dev. & CW									
Recycling	\$3,869	\$4,889	\$1,222	\$1,393	\$2,445	\$2,442	\$3	50%	
Disposal Facilities									
Operations	\$96,550	\$102,688	\$25,672	\$27,041	\$51,344	\$47,779	\$3,565	47%	
Transfer Operations	\$17,418	\$18,228	\$4,557	\$4,344	\$9,114	\$9,258	(\$143)	51%	
Transfer to Capital Sub-Fund	\$1,802	\$9,027	\$2,257	\$23	\$4,514	\$587	\$3,927	6%	3
Reserves	\$0	\$40,395	\$10,099	NA	\$20,198	NA			
<b>Total</b>	<b>\$136,512</b>	<b>\$186,794</b>	<b>\$46,699</b>	<b>\$34,617</b>	<b>\$93,397</b>	<b>\$63,697</b>	<b>\$29,700</b>	<b>34%</b>	

**Equity in Pooled Cashed**

Fund/Subfund	Prior Year FY 02	Projected At Year End As of			
	Year End	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Revenue Less Expenditures	\$66,082	Financial	\$67,046		
Prior Year Correction for Capital	\$0	Statements Prepared	\$0		
Transfer from Fund 470	\$0	at end of			
Balance Sheet Changes	(\$912)	Second Quarter	\$0		
<b>Total</b>	<b>\$65,170</b>		<b>\$67,046</b>		

**Comments:**

**Revenue:**

Carryover

1) Reflects increases in disposal revenue tons \$3.8m, electrical revenue \$1.6m and lower than projected prior year operating expenditures (\$5.1m) and transfer to capital projects (\$4.9m).

**Expense:**

Administration

2) Reflects lag in reclassification of expenditures, delays in capital purchases and timing of contractual payments.

Transfer to Capital Sub-Fund

3) Timing of capital projects and project reprogramming.

**Note:** Second Quarter Report reflects adjusted financial data from FAMIS report dated 04/03/04.

Prior year end cash reconciled to DSWM Financial Statements. Increase in EOY cash reflects adjustment to include restricted cash (\$17.3 million) not reported in Preliminary Fourth Quarter Report.

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***STATEMENT OF PROJECTION AND OUTLOOK***

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

Notes and Issues:

(Summarize any concern or exception which will prohibit the Department from being within authorized budgeted expenditures and available revenues)

**Major Departmental Issues**

Current

- Projected cash deficit in Collections fund at the end of the year
- Planning implementation of Collections efficiencies to include automated routes and more cost efficient bulky and trash & recycling center operations

Long-term

- Development and implementation of strategy to maintain high standard of service and good relations with newly incorporated areas to preserve combined system
- Begin to develop options for structural reform in both funds including a targeted debt service coverage policy and reserve fund policy
- Development and implementation of a strategy to ensure retention of existing long term disposal agreements with (older) municipalities to coincide with any extensions to the Resource Recovery Operating Agreement (2033)
- Long term closure response related to Homestead, Virginia Key and Munisport

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**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

\_\_\_\_\_  
Signature Department Director

Date\_\_\_\_\_